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Planning for the Future Requires Learning from the Past: Can Institutional Knowledge Really be Captured?

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"Knowledge can be communicated, but not wisdom. One can find it, live it, be fortified by it, do wonders through it, but one cannot communicate and teach it."

- Hermann Hesse

"A child of five would understand this. Send someone to fetch a child of five."

- Groucho Marx

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TOPICS

1. Current state of the workforce.

2. Issues associated with potentially losing institutional knowledge, experiences, and relationships.
3. Methods currently being employed to retain knowledge.

4. New methods (or attitude adjustments towards current ones).

5. Key Take Away Points (Recommendations)

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INTRODUCTION

Institutional Knowledge: The "sum of an organization's information; it's past, present, and future identity based on the knowledge (truth, information, principles) and experiences of it parts (personnel)."

Experiences: Knowledge applied, successfully or unsuccessfully, to a given situation.

Relationships: Associations and contacts made throughout our dealings (personal & professional) with the public and private sectors / internal & external.

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WORKFORCE (Retirement Age)

Baby Boomers – Born Between 1946-1964; Primarily a reference to American and English workers. Also referre to as the "gray-haired demographic" or in some cases th "no-hair demographic."

"Some 64 million baby boomers (over 40 percent of the U.S. labor force) are poised to retire in large numbers by the end of this decade."

- The Conference Board's "Managing the Workforce – Report #1369; Sept. 19, 2005

Mature

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WORKFORCE (Others)

Other Workers (non-retirement age)

Contractors / Competitive Outsourcing

Core Competencies

MEEO / Workforce Reduction

Regain our Competitiveness

Infusion of new Knowledge

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LOSING KNOWLEDGE, EXPERIENCES, RELATIONSHIPS

"Those who cannot remember the past are condemned
to repeat it."

- George Santayana

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CURRENT METHODS

1. Retain Workforce / Rehired Annuitants
2. Mentor / Mentee Program, Coaching
3. Networking, Communities of Practice, On-Line Interaction (AKO/EKO), Conferences, etc.
4. Capturing/Sharing/Employing 'Best Practices'
   (AARs, Lessons Learned, SOPs, QAs, etc.)
5. Implementation and Accessibility of E-Learning.
6. Rotations, Developmental Assignments, Leadershi
7. Job Shadowing.

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NEW METHODS

1. Program/Process to Document Knowledge, Experiences, Relationships.
2. Institute Succession Planning / Talent Management
3. Mandatory Mentoring, Coaching, Job Shadowing
4. Implementation of Rotations for all Disciplines
5. Creation of a Knowledge PDT (Strategic Planner)
6. Battle Buddies Knowledge Buddies.
7. Co-Managers for Critical Functions
8. Get Buy-In from Workforce!!!!!

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KEY TAKE AWAY POINTS

1. Cultivate an atmosphere that values, encourages and rewards the sharing of information and experiences.

2. Evaluate / Initiate Dialog at your Districts, Division Labs, etc.,

3. Document and Share